



**USAID**  
NGA POPULLI AMERIKAN  
OD AMERIČKOG NARODA



SWEDEN

# USAID EMPOWER PRIVATE SECTOR ACTIVITY - IN PARTNERSHIP WITH SIDA

## QUARTERLY REPORT #8

*Project Year 2, April-June 2016*



The First Kosovo Green Festival was organized by EMPOWER Private Sector in Q8. It promoted business and public awareness in renewable energy, recycling, and energy efficiency. At the Festival opening, U.S. Ambassador Greg Delawie declared: "I believe that Kosovo can be a positive example to other countries in addressing global climate change, and indeed a leader in promoting economic growth through innovative green business. The US will continue to support economic development in this sector."

July 30, 2016



# USAID EMPOWER Private Sector Activity in partnership with SIDA

## QUARTERLY PROGRESS REPORT #8

### PROJECT YEAR 2

APRIL-JUNE 2016

**Submitted by:**

Cardno Emerging Markets USA, Ltd.

**Submitted to:**

USAID/Kosovo

**Contract No.:**

AID-167-C-14-00005

EMPOWER Private Sector

**DISCLAIMER**

This report is made possible by the support of the American people through the United States Agency for International Development (USAID) in partnership with SIDA. The contents of this report are the sole responsibility of Cardno Emerging Markets USA, Ltd. and do not necessarily reflect the views of USAID or the United States Government.

# CONTENTS

<b>1.</b>	<b>SUMMARY OF THE QUARTER.....</b>	<b>1</b>
<b>2.</b>	<b>ACTIVITIES AND TASKS VS. WORKPLAN.....</b>	<b>4</b>
<b>2.1</b>	<b>General and Administrative.....</b>	<b>4</b>
2.1.1	Strategic Activities Fund Management.....	4
2.1.2	Public Events and Communications.....	5
<b>2.2</b>	<b>Component 1: Competitive SMEs.....</b>	<b>6</b>
2.2.1	Wood Sector .....	8
2.2.2	Apparel Sector .....	9
2.2.3	Energy Sector .....	11
2.2.4	Tourism Sector.....	14
2.2.5	Metal Sector .....	16
2.2.6	Other Sectors.....	17
<b>2.3</b>	<b>Component 2: Workforce Development.....</b>	<b>18</b>
2.3.1	ICT Sector .....	19
2.3.2	WfD Activities in Other Sectors .....	20
2.3.3	Systemic Activities in WfD .....	20
<b>2.4</b>	<b>Cross-Cutting Issues .....</b>	<b>20</b>
2.4.1	Priority Populations .....	20
2.4.2	Microenterprises .....	23
2.4.3	North Kosovo .....	23
2.4.4	Donor and GoK Collaboration.....	23
2.4.5	Environmental Compliance .....	24
<b>3.</b>	<b>RESULTS VS. PERFORMANCE MANAGEMENT INDICATORS .....</b>	<b>25</b>
3.1.1	Results vs. PMIs Detail.....	25
3.1.2	Reports Completed During the Reporting Period .....	29
3.1.3	Activities Planned for the Next Reporting Period.....	29
3.1.4	PMIs Summary Table .....	30

## ANNEXES

- Annex 1: Year 2 Workplan and Results to Date
- Annex 2: EMPOWER-Funded Activities Status Report
- Annex 3: Strategic Activities Fund Investments Summary
- Annex 4: Supplemental Tables

**TABLES and FIGURES**

<i>Figure 1: Distribution of EMPOWER Interventions by Sector .....</i>	<i>2</i>
<i>Figure 2: Impact – Top-Line Indicators.....</i>	<i>2</i>
<i>Figure 3: Projected Sales Growth – All Beneficiaries .....</i>	<i>4</i>
<i>Figure 4: Co-Finance for Activities Initiated through Q8 .....</i>	<i>24</i>
<i>Table 1: New Activities by Sector – Q8 .....</i>	<i>1</i>
<i>Table 2: New Activities by Support Area – Q8 .....</i>	<i>1</i>
<i>Table 3: Additions to PMIs by Sector – Q8 .....</i>	<i>3</i>
<i>Table 4: PMIs by Sector – Cumulative .....</i>	<i>3</i>
<i>Table 5: SAF Grants &amp; Procurements Approved by Type – through Q8 .....</i>	<i>5</i>
<i>Table 6: Component 1 – Competitive SMEs .....</i>	<i>7</i>
<i>Table 7: Wood Sector Expansion Activities Signed through Q8 .....</i>	<i>8</i>
<i>Table 8: Apparel Sector Expansion Activities Signed through Q8.....</i>	<i>10</i>
<i>Table 9: Energy Sector Expansion Activities Signed through Q8 .....</i>	<i>12</i>
<i>Table 10: Metal Sector Expansion Activities Signed through Q8.....</i>	<i>17</i>
<i>Table 11: “Other” Sectors Expansion Grants Signed through Q8.....</i>	<i>18</i>
<i>Table 12: Component 2 – Workforce Development.....</i>	<i>19</i>
<i>Table 13: Training Participants .....</i>	<i>19</i>
<i>Table 14: Grants for ICT Skills Training Signed through Q8 .....</i>	<i>19</i>
<i>Table 15: Job Creation .....</i>	<i>22</i>
<i>Table 16: PMIs Summary through Q8 Actuals .....</i>	<i>30</i>

## 1. SUMMARY OF THE QUARTER

**EMPOWER Private Sector** (“EMPOWER”) is a USAID-sponsored project in partnership with SIDA dedicated to Kosovo’s economic growth. It began in July 2014, has an expected term of five years, and a budget of approximately \$14 million. The Project has a staff of 16 (plus 5 interns) and is headquartered in Pristina, with a branch office in North Mitrovica. It is implemented by Cardno Emerging Markets, with subcontractors Crimson Capital and RTC Consulting.

Table 1: New Activities by Sector – Q8					
Sector	# Actvts	EMP \$000	Co-Fin \$000	# PB Firms	# SB Firms
General	3	83	495		
Apparel	3	55	56	2	
Energy	5	84	69	13	
ICT					
Metal					
Other					
Tourism	2	14	21		
Wood	7	179	1,059	7	2
<b>TOTAL</b>	<b>20</b>	<b>\$415</b>	<b>\$1,699</b>	<b>22</b>	<b>2</b>

EMPOWER’s overarching objective is **job creation**. Job creation comes only from businesses that have growing sales and need to increase their employment in order to produce more goods and services for the market. To support job creation, EMPOWER aims to help *firms* expand and improve their capacities to sell into identified markets, while helping *individuals* obtain skills in demand on job markets by growing firms. These themes are reflected in

EMPOWER’s two primary work components: (1) SME-level competitiveness and (2) workforce development.

EMPOWER implements its assistance through technical assistance combined with grants and procurements from its \$4.0 million Strategic Activities Fund (SAF). In early 2015, the Project issued a call for applications (APS#1) to the SAF, and by its closing at end-May it received almost 800 applications requesting nearly €40 million. On June 9, 2016, EMPOWER received a contract modification from USIAD which added \$2.0MM to the SAF, enabling a second call for applications (APS#2) to be published on June 15, 2016.

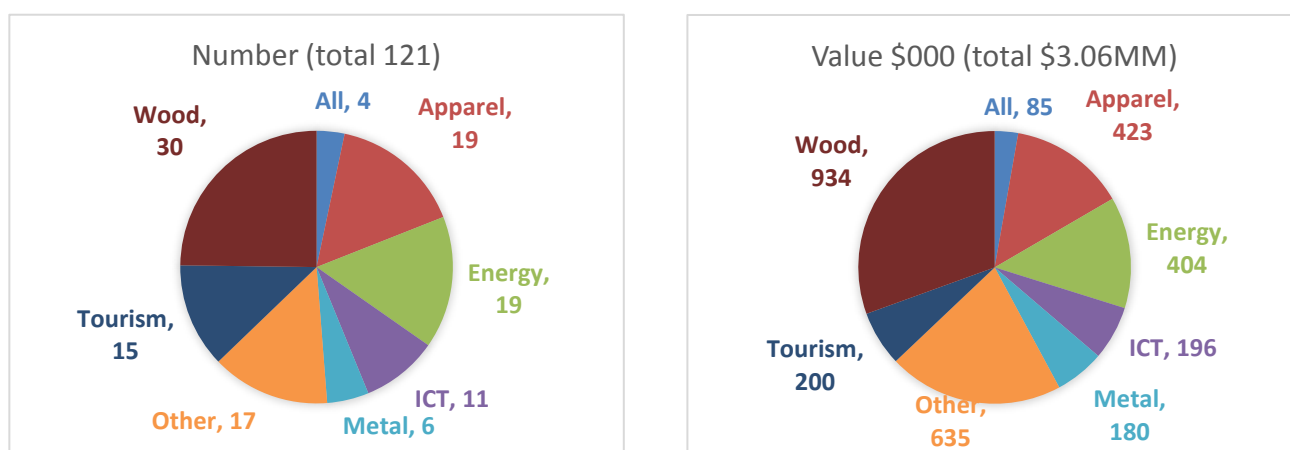
Table 2: New Activities by Support Area – Q8								
Support Area	# Actvts	# PB Firms	# SB Firms	LoP		Value \$000		
				#Jobs	Sales \$000	EMP	Co-Fin	Total
Production	5	5	2	215	8,698	253	1,114	<b>1,367</b>
Markets	11	5		29	7,947	150	580	<b>729</b>
WfD / Skills	4	12		250		12	5	<b>18</b>
<b>TOTAL</b>	<b>20</b>	<b>22</b>	<b>2</b>	<b>494</b>	<b>\$16,645</b>	<b>\$415</b>	<b>\$1,699</b>	<b>\$2,114</b>

EMPOWER initiated 20 new activities (interventions) during the quarter (Table 2), committing \$415K in program funding, and attracting \$1.7MM in co-finance from beneficiaries, other donors, GoK agencies, and banks.

Table 2 shows how the 20 interventions initiated during Q8 were broken down by support area. Half supported connection to markets, one-fourth expansion of beneficiaries' physical production capacities, and one fourth workforce skills development. There was one business environment improvement activity supported by the SAF. 24 companies were beneficiaries of these new activities.

The following charts break down by economic sector all of EMPOWER's approved and initiated discrete interventions, from project initiation in July 2014 through Q8:

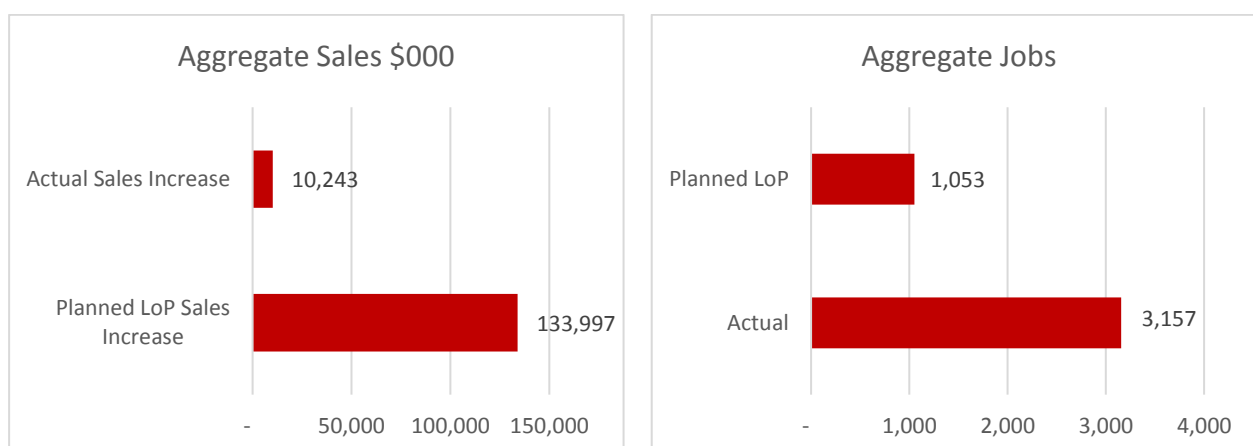
**Figure 1: Distribution of EMPOWER Interventions by Sector**



121 cumulative interventions approved through Q8 covered six discrete product sectors, plus "other".

The overall impact of the 121 interventions approved and initiated through Q8, for both project components, showing both actual and expected results through the life of the project, is shown in the following:

**Figure 2: Impact – Top-Line Indicators**



This was the eighth running quarter of the Project, or the third quarter of Project Year 2 (Apr 1 – June 30, 2016). Table 3 provides a summary of results versus EMPOWER's main Performance Management Indicators (PMIs) during the quarter.

Table 3: Additions to PMIs by Sector – Q8								
Sector	#Jobs		Sales \$000		Trainees		o/w Interns	
	Actual	LoP	Actual	LoP	Actual	LoP	Actual	LoP
General		150		5,750		300		
Apparel	21	42	590	2,340				
Energy	85	145	523	1,311	53	50	16	
ICT	42		874		78		28	
Metal	6		320					
Other	26		333					
Tourism	5		159					
Wood	60	157	2,383	7,244				
<b>TOTAL</b>	<b>245</b>	<b>494</b>	<b>\$5,182</b>	<b>\$16,645</b>	<b>131</b>	<b>350</b>	<b>44</b>	<b>0</b>

During the quarter, EMPOWER beneficiaries added 245 actual new jobs and generated \$5.2MM in additional sales attributable to Project support. They added an expected 494 new jobs and \$16.6MM in additional sales over the life of the project. 131 individuals were added to EMPOWER-supported training, of whom 44 in internship programs, during the quarter.

From the beginning of the Project through Q8, EMPOWER's cumulative impact is updated in the following table:

Table 4: PMIs by Sector – Cumulative													
Sector	#Act vts	EMP \$000	Co-Fin \$000	# Bens		#Jobs		#Trainees		#Interns		Sales \$000	
				PBs	SBs	Actl	LoP	Actl	LoP	Actl	LoP	Actual	LoP
General	4	85	496				150	19	325				5,750
Apparel	19	423	1,103	20	11	179	397	98	100	98	78	1,193	19,215
Energy	19	404	809	32	64	137	468	67	125	5	75	1,770	15,258
ICT	11	196	763	15	1	371	619	416	665	352	545	1,676	14,796
Metal	6	180	1,196	7	7	12	145					444	12,019
Other	17	635	1,881	30	7	61	518	24	46			882	23,313
Tourism	15	200	224	42	0	8	24	70	96			384	147
Wood	30	934	5,262	39	17	285	836	40	40		40	3,893	43,498
<b>TOTAL</b>	<b>121</b>	<b>\$3,058</b>	<b>\$11,735</b>	<b>185</b>	<b>107</b>	<b>1,053</b>	<b>3,157</b>	<b>734</b>	<b>1,397</b>	<b>455</b>	<b>738</b>	<b>\$ 10,243</b>	<b>\$ 133,997</b>

**Overall Summary of Results:** By the end of the quarter, EMPOWER had initiated a total of 121 activities and invested \$3.1MM in funding, complemented by \$11.8MM in co-financing from beneficiaries, other donors, GoK agencies, and financial institutions, for a leverage ratio of 4.8x. These interventions have created 1,053 actual jobs and \$10.2MM in new sales to date, and are expected to generate about 3,157 new jobs and \$134MM in new sales over the

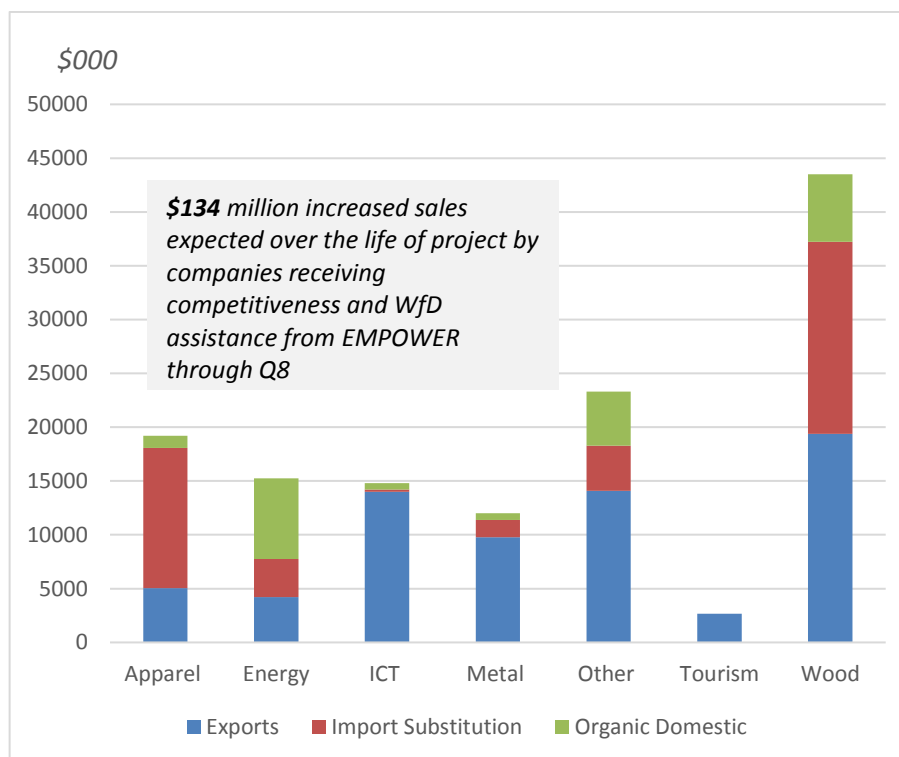
life of project. 734 individuals participated in EMPOWER-supported workforce skills training programs through the end of the report quarter, of whom 455 interns.

## 2. ACTIVITIES AND TASKS VS. WORKPLAN

The main body of this report, which follows, is organized according to EMPOWER's Year 2 Workplan. Each section covers Project Quarter #8: 1-Apr to 30-Jun-16, 2016.

The narrative sections below survey activities and results in major task areas. Following this, in Annex 1, is a tabular listing of the detailed Year 2 Workplan, with detailed actual versus expected results to date for every line item.

**Figure 3: Projected Sales Growth – All Beneficiaries**



Annex 2 provides a table describing the status of each EMPOWER intervention since the project began, rating each “green” (AOK), “yellow” (watch list), “red” (significant concerns), or “grey” (cancelled) according to performance vs. expectations. Of 121 activities described there, only one is rated “red”, 12 are rated “yellow”, 106 are rated “green”, and two are “grey”. Most of the “yellows” are due mainly to delays in achievement of grant-related milestones, not because of concerns about their business and job creation prospects.

Annex 3 provides a list of all SAF-funded grants and procurements as of the end of Q8.

### 2.1 General and Administrative

#### 2.1.1 Strategic Activities Fund Management

EMPOWER received 791 applications in response to its first request for applications for SAF funding launched in January 2015 and closed in May 31, 2015. The screening process for



these continued throughout May 2016. By the end of Q8, all 791 concept notes had been reviewed – 692 not accepted, and 99 were approved or expected to be.

The following table provides SAF status as of the end of Quarter 8:

<i>Table 5: SAF Grants &amp; Procurements Approved by Type – through Q8</i>						
Status	Number	SAF	Co-Finance	Jobs	Leverage	SAF / JOB
Approved & Signed	88	\$2,553,679	\$9,827,847	2,608	4.8	\$979
Approved; not yet Signed	11	\$398,027	\$1,725,920	252	5.3	\$1,579
<b>Total Approved</b>	<b>99</b>	<b>\$2,951,705</b>	<b>\$11,553,767</b>	<b>2,861</b>	<b>4.9</b>	<b>\$1,032</b>
<b>Breakdown by Category</b>						
Production Expansion	58	\$2,247,780	\$9,878,462	1,994	5.4	\$1,127
Connection to Markets	25	\$374,680	\$961,132	102	3.6	\$3,673
Workforce Development	16	\$329,245	\$714,173	765	3.2	\$430
<b>Grand Total</b>	<b>99</b>	<b>\$2,951,705</b>	<b>\$11,533,767</b>	<b>2,861</b>	<b>4.9</b>	<b>\$1,032</b>
<i>Of which:</i>						
North Kosovo	16	\$664,298	\$1,333,879	474	3.2	\$1,401
Microenterprise	36	\$933,012	\$2,626,681	613	3.8	\$1,522

This is an increase of 14 total SAF approved grants and procurements during the quarter, for an additional \$394K in funding. (EMPOWER approved another 6 activities during the quarter funded by other budget lines.) 16 awards for \$417K were signed during the quarter. The majority of grants continued to be for production expansion.

88 grants and procurements for a total of \$2.56 million in SAF funds were approved and signed by the end of Q8, of which \$1.5 million was actually disbursed by June 30, 2016.

By the end of Q8, of EMPOWER's beneficiary companies, 30% were microenterprises, and 30% were in North Kosovo.

At \$1,032 overall, EMPOWER continued to be close to the nonbinding guideline of \$1,000 in SAF funding per new job through Q8.

Annex 3 to this report provides a list of all SAF-funded grants and procurements provided by EMPOWER by the end of Q8.

On June 15, 2016 EMPOWER issued APS#2, and by the end of the report quarter had received 18 applications seeking almost \$864K in finance. APS#2 will be open until May 31, 2017. All concept notes received so far are in the review process.

## 2.1.2 Public Events and Communications

EMPOWER printed materials, Facebook page and Website: In Q8, EMPOWER released numbers 13, 14, and 15 of the monthly two-page newsletter. EMPOWER used mailchimp to distribute newsletters, which allows the newsletter content to be delivered directly to the inbox and publishes simultaneously on the Facebook page. Printed copies are exhibited in the Project offices in Pristina and Mitrovica North and distributed at meetings and events.

In the reporting period, EMPOWER posted 60 updates, and was used extensively to promote especially the Green Festival and its exhibitors; the new web portal for the apparel industry, and the opening of the Kosovo furniture showroom in Germany. EMPOWER contributed content to USAID Facebook page. The number of people who “like” the Project’s page went up to 3,148 by the end of June. In the newly added section of our website we posted three videos featuring EMPOWER partners from the energy efficiency sector

In the reporting period, the second Call for Grant Applications was published. All related information was posted on the website, including a document with guidelines for applicants designed specifically to present the information in an easy to digest way even for the average user.

**Significant Media Attention:** Five EMPOWER-supported events received extensive media publicity during the quarter: (i) the “Green Festival” opened by US Ambassador Greg Delawie, (ii) the certificate award ceremony at the completion of the internship program in the wood processing industry attended by USAID Kosovo Mission Director; (iii) the launching of the apparel sector web-portal by Kosovo Minister of Trade and Industry and USAID Kosovo Mission Director, (iv) the opening of the Kosovo furniture showroom in Germany by the Kosovo Minister of Trade and Industry, and (v) the “Made in Kosovo” campaign launch by the US Ambassador. EMPOWER supported one episode of “Ekonomia me Erëzën” on KTV that featured three EMPOWER partners in the energy efficiency sector, and one episode of “N’front me papunësinë” on RTK1 that focused on the internship program in the wood processing sector. EMPOWER staff were guests of RTK, Klan Kosova, KTV, and Radio Kosova to talk about the Green Festival and apparel industry web portal launch.

EMPOWER collaborated with [www.albinfo.ch](http://www.albinfo.ch) and [www.revistaporta.com](http://www.revistaporta.com) to promote the newly-launched web portal for the apparel industry and the participation of three Kosovo uniform producers in the bi-annual uniform trade fair in Bern, Switzerland.

**Sector Identity and Promotion:** In Q8, EMPOWER launched a web portal for the Kosovo apparel industry, on June 13. The portal was well received by the community of apparel companies, whose promotion and networking needs the web portal will cater to. EMPOWER is already receiving positive feedback: Nataša Sivevska, Executive Director of Textile Trade Association of Macedonia wrote *“The web page looks great, and it is easy to search the companies’ database. Congratulations, well done!”*



Kosovo Minister of Trade and Industry Hykmete Bajrami at the event launching [www.kosovoapparel.org](http://www.kosovoapparel.org) - the first industry-related web portal (database) on June 13, 2016.

## 2.2 Component 1: Competitive SMEs

EMPOWER’s work in this component involves direct support to businesses with market opportunities for firm level growth. This means helping them in four major categories: (i)

expanding production capacities, (ii) connecting to markets (export and import substitution), (iii) improving productivity and quality, and (iv) obtaining skilled workers (workforce development). EMPOWER Component 1 covers the first three of these, and Component 2 (below) the fourth. Companies targeted for this support are mainly in the wood, apparel, energy, tourism, and metal sectors.

In Project Year 2, EMPOWER continues to help companies facing excess demand in their markets expand their production capacities as in Year 1, and is widening its assistance in market connections, through trade show attendance and establishment of sales agencies in buyer markets, crucial for exports. Following assessment reports already completed, EMPOWER has begun intensive support during Year 2 in productivity improvement and quality and safety standards / certifications.

EMPOWER also seeks to elevate to policymakers issues in the doing business environment that constrain growth and job creation in its focus sectors. In this connection the Project is organizing first-ever domestic industry conventions for the wood and energy sectors, to also promote sales, strengthen internal networking, and elevate public awareness of the successes of these sectors and the benefits of private sector development for job creation and environmental sustainability.

**Summary of Component 1 Results:** During this quarter, EMPOWER approved 16 activities in Component 1, 5 of which in production expansion and 11 in connection to markets. Production expansion investments totalled about \$253K for 7 company beneficiaries, leveraging \$1.1MM in co-funding, mostly from owners and to some extent from banks. These investments are expected to create 215 new jobs and generate sales of \$8.7MM over the project life.

Connection to markets interventions accounted for \$150K in EMPOWER funding, leveraging \$580K from beneficiary companies, other donors, and GoK agencies. These benefitted 10 companies and are expected to create 29 new jobs and generate sales of \$7.9MM over the project life.

To date, EMPOWER has approved 101 Component 1 activities, for which the Project has committed \$2.7MM and leveraged \$11MM in total co-funding. These activities benefit 242 unique companies, are expected to create 2,143 new jobs and generate \$120MM in sales over the project life. 58 of the investments have been for production expansion, and 43 for connection to markets. 24 of the latter have been for trade fair attendance. With an EMPOWER investment of \$2.7MM, beneficiaries have realized \$16.6MM in sales through Q8, and are expected to deliver \$120MM over the Project life.

**Table 6: Component 1 – Competitive SMEs**

Type	# Actvties		# Firms		EMP \$000		Co-Fin \$000		LoP Jobs		LoP Sales \$000	
	Q8	Cuml	Q8	Cuml	Q8	Cuml	Q8	Cuml	Q8	Cuml	Q8	Cuml
Production	5	58	7	178	253	2,248	1,114	9,878	215	1,994	8,699	99,172
Markets	11	43	5	64	150	477	580	1,137	29	149	7,947	20,366
<b>TOTAL</b>	<b>16</b>	<b>101</b>	<b>12</b>	<b>242</b>	<b>\$ 403</b>	<b>\$ 2,725</b>	<b>\$ 1,694</b>	<b>\$ 11,016</b>	<b>244</b>	<b>2,143</b>	<b>\$16,645</b>	<b>\$119,538</b>

### 2.2.1 Wood Sector

**Production Expansion:** During the reporting period, EMPOWER signed one grant with wood processing companies (Dekoriti) totaling \$40K, expected to create 31 new jobs, of which 10 is for women and 21 for youth. Three additional expansion opportunities needing growth finance were identified (Lumi, Dijamanti, Tiki and Berto), which are expected to be finalized, approved, and signed in the next quarter.

A total of 13 grants for expansion have been awarded and signed for this sector to date (see table) with EMPOWER investment of \$571K, and leveraging co-investment of \$3.9MM. These signed grants will create 600 jobs over the project life and to date have created 252 jobs. Expected sales from these 13 signed grants are \$29MM over the project life and to date have realized \$3MM.

Table 7: Wood Sector Expansion Activities Signed through Q8							
Grantee	Location	EMP \$000	Co-Fin \$000	#Jobs		Sales \$000	
				Actual	LoP	Actual	LoP
Binni	Vushtrri	36	449	42	38	694	3,105
Daqa	Ferizaj	23	139	7	19		1,065
Dekoriti	Lipjan	40	288		34		1,185
Doni	Mitrovica	22	12	15	21		541
Elnor	Gračanica	58	76	35	55	196	1,783
Godzi	Zvečan	46	106	9	21	114	334
Marković	Zubin Potok	9	5	5	7	12	147
Marles	Mitrovica	29	140	8	30		3,680
Palma	Gjilan	58	976	45	63	106	3,582
Sela Impex	Ferizaj	58	133	4	66	748	2,887
Shehu	Drenas	46	299	31	45	336	2,128
Te Naseri	Suhareka	67	887	32	122	899	4,140
Tefik Çanga	Ferizaj	86	385	19	79	100	4,640
<b>Total</b>		<b>\$ 577</b>	<b>\$ 3,894</b>	<b>252</b>	<b>600</b>	<b>\$ 3,203</b>	<b>\$ 29,214</b>

**Connection to Markets:** After months of negotiation, facilitation of meetings and coordination, on June 16, together with AWPk, EMPOWER supported the successful establishment of a PSA (producer sales agency), Kelmendi Holzmobil, in Germany. By the end of the quarter, five Kosovo producers had signed contracts with the PSA (Elnor, Dekoriti, Deva, Balaj, and Kelmendi), and three more are in (Shehu, Arta, and Oxa group/Tefik Canga). It is expected that these Kosovo companies will sell nearly €1MM through the PSA in the EU in 2016, increasing thereafter.

An investment of \$29K by EMPOWER and co-investment of \$80K is expected to generate at least \$4MM sales throughout the project life. The showroom is managed by Kelmendi Holzmöbel, a professional sales agency, identified by EMPOWER. The agency has a consolidated business model, complete with promotional tools and plans for sales expansion to ensure more efficient exporting. Nearly 80% of sales will be generated online under their Schwarzwald Massivholz branding on portals [www.amazon.de](http://www.amazon.de) and [www.cleveroo.com](http://www.cleveroo.com).

EMPOWER, in cooperation with AWPK and KIESA, is working with different companies with export potential to prepare for participation in the next edition of MOW, a large furniture trade fair in Germany, which will take place in September 2016. Our German PSA will attend and coordinate.

Planning is underway for the First Kosovo Wood Industry Convention to be held in October 2016. The convention will have consist of a “Best of Kosovo” wood products exhibition, a business environment forum, and a design contest.

**Productivity and Quality:** EMPOWER, KIESA, PPSE, and EBRD are collaborating to help Kosovo producers obtain customer-demanded quality and safety certifications. Major funding will come from EBRD, but EMPOWER will provide €70,000 in backup finance. EMPOWER will identify and recommend to EBRD its beneficiaries for support in obtaining product certifications. EBRD will implement the program.

## 2.2.2 Apparel Sector

**Production Expansion:** EMPOWER added one new capacity expansion grant in apparel during the quarter, to the seven already provided for \$328K in EMPOWER total investment, leveraging co-investment of \$980K. These expansions are expected to enable \$15.6MM in new sales over LoP, and create 301 new jobs, of which \$1.2MM new sales have been realized and 158 jobs have been created.

This quarterly, the grant signed with Artatex which is expected to start with underwear line of production. According to Kosovo Customs data, in 2015, the total import of underwear in Kosovo was €30.3MM. The company will contribute to the import substitution as third largest underwear producer in Kosovo.



On June 16, the Minister for Trade and Industry Hikmete Bajrami inaugurated the first Kosovo furniture showroom abroad, which opened in Stuttgart, Germany. Represented at the opening were the Union of Kosovo Businesses in Germany, the Kosovo Consulate in Stuttgart, the Municipality of Altenstiegl, AWPK, KIESA, and USAID. “German-speaking countries are major markets for furniture and wood interior elements made in Kosovo. Our companies are capable of producing the required quality and are highly competitive,” said AWPK Executive Director Arieta Vula-Pozhegu.



B2B meeting at Bern Workwear Fair in Switzerland



**Connection to Markets:** In June 2016, with EMPOWER' support, three Kosovo producers exhibited for the first time at Bern Workwear Fair in Switzerland, organized biannually. This fair is focused on apparel for health, safety, and security, including workwear and protective clothing. The Kosovo booth was the only representation of producers from the Western

#### Producer Sales Agency Initiated

The Basel Switzerland-based producer sales agency (PSA), Rexhep Berisha, organized seven meetings in Switzerland for companies during the Bern Workwear Fair (22-24 June). The PSA facilitated a small initial order to a Swiss buyer, which is expected to lead to larger contracts.

Developing PSA relationships for Kosovo exporters is a key EMPOWER strategy, and this is the second, along with the one noted above for wood products .

Balkans. Three Kosovo producers: Artatex, Puntex, and Fashion Network presented their products and met with dozens of companies who visited the fair. In addition, they have started official cooperation with the first producer sales agency (PSA) identified for Kosovo apparel exports – Rexhep Berisha, who will cover the Swiss market for all apparel producers from Kosovo that are interested and have capacity to produce quality and quantity required for this market. Mr. Berisha will sell among

others through Coop Cooperative, a 1,000-store Swiss retailer.

**Table 8: Apparel Sector Expansion Activities Signed through Q8**

Grantee	Location	EMP \$000	Co-Fin \$000	#Jobs		Sales \$000	
				Actual	LoP	Actual	LoP
Agron Commerce	Mitrovica	35	29		30		1,702
Artatex	Suhareka	49	37		40		2,300
In Design	Čaglavica	54	154	3	31	12	2,622
Nori Tex*	Vushtrri						
Solid	Suhareka	58	46	61	61	51	3,389
STAFF	Podujevo	86	597	56	88	1,069	2,934
Unikat	Peja	41	88	36	45		2,486
Yllka Brada	Pristina	5	29	2	6	18	138
<b>Total</b>		<b>\$ 328</b>	<b>\$ 980</b>	<b>158</b>	<b>301</b>	<b>\$ 1,150</b>	<b>\$ 15,571</b>

\* The grant for Nori Tex was terminated, thus no results are attributed



Meeting at Orlati company organized by PSA joined by Artatex

Following business connections initiated at the A+A Workwear fair in Düsseldorf last October, a large Dutch workwear company, VPtex, visited Kosovo apparel factories with EMPOWER's facilitation. The company took samples of jackets and trousers for testing from Intertex Gjakova. If results of the tests are positive, and a follow-on contract is expected.

EMPOWER catalyzed and is supporting the Kosovo Apparel Marketing Association (KAMA). KAMA is working with apparel

companies to develop a prioritized action plan for support of the sector, especially in marketing, and to recruit permanent dues-paying members so that the organization can become self-sustaining. KAMA is now located in independent office space and is equipped. In Q8, the Project supported the launching of a KAMA web portal, supported with media and marketing coverage.

### 2.2.3 Energy Sector

As in other sectors, EMPOWER's focus in energy is to help private producers address the competitiveness challenges they face in realizing market opportunities, so that they can create more jobs. At the same time, EMPOWER supports activities in energy that help address global climate change. Therefore, in this sector EMPOWER's job-creating company beneficiaries are (i) producers of renewable energy resources – mainly biomass and solar, (ii) producers of construction materials and elements that promote energy efficiency, and (iii) recyclers.

During Q8, partnering with Jaha Energy, a new solar photovoltaic panels producer (see below), EMPOWER organized a training on solar panel installation techniques and best practices. The training brought together 10 companies with 46 representatives of solar panel installers across Kosovo. The goal was to transfer to the participants the latest technical knowledge on both theory and practice of installation. Jaha Energy arranged for Victron, a German energy hardware and services company ([www.victronenergy.com](http://www.victronenergy.com)), to provide free training. All participants obtained training certificates.



Solar panel installation training - May 2016

During Q8 three energy sector analytical reports were published: a) *Engine Oil Recycling Assessment*; b) *Glass Supply Chain Assessment* and c) *Pellet Product Analysis Report*. These reports, and the previously published “*Wood Biomass Supply Chain Assessment*” were translated into three languages, printed, and distributed during Green Festival (see below). An article was prepared for the Project web portal on the pellet product analysis – which showed that Kosovo-produced biomass fuel pellets tested as well or better than imported ones with respect to their energy-producing characteristics.

Production Expansion: Four expansion activities were signed for this sector during Q8, two of which grants – Ekofarm, a large chicken farm, which is expanding into biomass fuel pellets produced from chicken manure as the primary raw material, and Fiberglass Kosova, an insulating mesh producer. The EMPOWER investment was \$98K, and co-investment of \$181K. These activities will create 59 new jobs over the coming 3 years, of which 5 are for women and 12 for youth.

Eleven expansion activities have been awarded and signed for energy sector companies to date, with EMPOWER investment of \$262K, leveraging co-investment of \$647K. They are expected to create 253 new jobs and to date have created 89 new jobs.

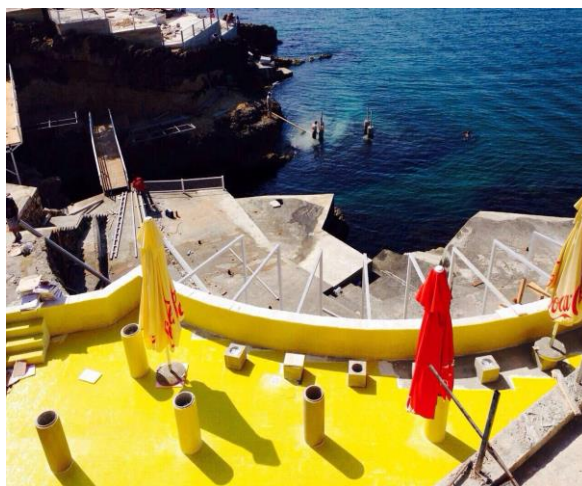
Table 9: Energy Sector Expansion Activities Signed through Q8

Grantee	Location	EMP \$000	Co-Fin \$000	#Jobs		Sales \$000	
				Actual	LoP	Actual	LoP
Biomass Pellet Producers	Kosovo	3					
BTP Holding	Mitrovica	11	2				
Ekofarm	Suhareka	34	67		37		732
Electroni	Suhareka	23	319		19		4,198
Europa	Leposavić	52	60	9	22	112	294
Fiberglass Kosova	Mitrovica	37	93		22		1,037
GreenSteam	Pristina	17	21	7	21	50	542
Izolimi Plast	Obilić	34	46	9	45	822	3,568
Jeta – H	Deçan	14	15	6	13	55	138
Orient Mosaic Kosova	Mitrovica	8		48	40	96	1,035
OSA Termosistem	Rahovec	29	24	10	34	67	1,972
<b>Total</b>		<b>\$ 262</b>	<b>\$ 647</b>	<b>89</b>	<b>253</b>	<b>\$ 1,202</b>	<b>\$ 13,515</b>

During Q8, in the energy sector, two new factories were opened, with partial support from EMPOWER Private Sector.

On June 2<sup>nd</sup>, Jaha Solar, a joint German-Kosovo greenfield investment and the only manufacturer of solar photovoltaic panels in the Western Balkans, had its launch event. EMPOWER is collaborating with Jaha in launching a “Solar Roofs” initiative and, as noted above, in training of solar systems installers. The company has hired 32 new staff, 12 of them female and 2 youth.

On April 21, Orient Kosova, a greenfield Turkish-Kosovo joint venture in Mitrovica manufacturing decorative wall tiles, had its launch event. EMPOWER supported the company by conducting an assessment of the Kosovo supply chain for waste flat glass, which is the company’s principal production input. This assessment established that the company would be able to satisfy its needs while recycling virtually the entire volume of this waste stream generated in Kosovo, the majority of which had previously gone into landfills. The company has already created 48 new employees, the majority of whom are women (70 %).



Orient Kosova, a producer of wall tiles, uses glass waste to create beautiful products used in kitchens, bathrooms, and pool, with significant employment of women in Mitrovica. Sample of exported product in Montenegro/Ulcinj.

**Connection to Markets:** A significant amount of effort during Q8 was dedicated to the *First Kosovo Green Festival*. This event, initiated and organized by EMPOWER, exceeded



expectations. US Ambassador Greg Delawie opened the 3-day event on May 25, along with MED Minister Blerand Stavici, MESP Minister Ferid Agani, and ProCredit Bank CEO Ilir Aliu.

The Green Festival had three purposes: (1) to serve as a trade show for “green business” – a renewable energy, recycling, and energy efficiency, which took place in the “Green Pavilion”, (2) to highlight business environment improvements – law, policy, and regulation – needed for green business and environmental improvement, and (3) to elevate public awareness of the economic potential of green energy and environmental sustainability.

19 companies exhibited in the “Green Pavilion”, and all reported positive results in promotion and actual business. Two companies mentioned above launched their products during the Green Festival for the first time: Orient Kosova Mosaic, and Jaha Energy.

#### **Green Festival Statistics**

Most visited booth: GET Group  
Average number of visitors per booth: 225  
Average number of deals per company: 12  
Number of forum participants: 133  
Forum invitation respondents rate: 67%

EMPOWER organized a series of “Green Forums” through the three days of the Festival, with panelists from business, government and civil society. They discussed priority issues in the policy, legal, and regulatory environment for the business of energy, including solar energy, recycling, energy efficiency, and biomass energy. 130 attendees participated,

including students from the UP Architecture and Engineering faculties. Issues highlighted included the absence of or failure to adopt or enforce enabling legislation, the insufficiency of government budgetary funding for incentives and enforcement related to environmental sustainability (including the long-touted energy efficiency and environmental funds), and the need for better access to finance for private business and household renewable energy systems and energy-efficient buildings.

An important background reason for lack of progress on these issues is the lack of real public mobilization behind environmental sustainability.

While there have been and continue to be fragmented efforts to raise awareness, mostly driven by donors and NGOs, there has been no major, well-crafted, continuous, long-term, GoK-backed campaign even to simply reduce litter, not to

#### **Green Festival Outreach**

TV appearance in 4 national TV stations: KTV, RTK, KLAN and TV21. Post event TV documentary on “Ekonomia me Erzen”, a widely-watched program.

Promotional videos shared from the EMPOWER Facebook page

- GF Animation - Reached: 11,201 Views: 4,300 Shares: 33
- Izolimi Plast - Reached: 3,776 Views: 982 Shares: 12
- BTP Oil - Reached: 869 Views: 209 Shares: 2
- Orient Mosaic - Reached: 754 Views: 159 Shares: 0

mention promote recycling, or somewhat more sophisticated messaging on the economic benefits of investing in energy efficient technologies. Government complains about lack of funds, but there is no good reason why the various ministries and agencies involved in energy and environment (MED, MESP, MAFRD/Forestry) could not at least collaborate to launch and sustain such a campaign.

The First Kosovo Green Festival was meant to help provide some of this needed continuity. It included extensive media publicity and parallel public activities conducted on Mother Teresa Boulevard. For these, EMPOWER partnered with I’m Lu, a company that produces bags using recycled clothing. The public brought old clean fabric items (T-shirts, blouses, skirts,

handkerchiefs, carpets, pillows), and selected a bag design that would use them, which was produced on the spot. Meanwhile, GAC (Green Art Center) organized painting, recycling, and renewable energy source demonstration activities for children.



Green pavilion 25-27 May 2016, where 19 Energy sector companies exhibited their product and services to other businesses and the public.

Given the enthusiasm expressed by businesses that participated in Green Pavilion, and the expressions of appreciation by both panel participants and attendees at the Green Forums, we think that the Green Festival should become a regular annual event, and can even be expanded into

a regional show – there is currently no trade show dedicated to the rapidly-emerging green economy anywhere in in Southeast Europe.

## 2.2.4 Tourism Sector

Production Expansion: EMPOWER supports tourism because it has an overall economic impact as arrivals increase, but because the impact is so dispersed among providers of services to tourist, the true impact cannot be captured simply by surveying the tour operators that are the Project's direct beneficiaries. We have introduced a principal new tourism specific indicators – tourist overnights, defined as the number of tourists served by tour operators, multiplied by the nights/days they spend in Kosovo. This measure can be input into a simple model of average tourist spending/day in standard categories, to closely calculate overall sales impact, which can then be used to infer new job creation, using a standard assumption of annual sales per employee.



EMPOWER COP David King addressing attendees of AdventureNEXT Summit

We have initiated these measurements with the tour operators with which we have worked so far. For the Y2 Annual Report, EMPOWER will conduct a broad survey of tour operators, since all of the Project's activities promoting tourism benefit the entire Kosovo tourism sector, to determine baseline and increase.

EMPOWER's work to improve the tourism product can be categorized as supporting firm-level expansion, even when shared by all direct and indirect beneficiaries. EMPOWER provided firm level support for four Kosovo tour operators in product development in the past quarter. The support was directed to operators selected by Adventure Travel Trade Association to provide familiarization trips for the AdventureNEXT summit that took place in Ohrid, Macedonia. The operators supported by professional ATTA staff developed some ten itineraries or new products that then went through a rigorous quality check to be delivered to world class tour operators and media.



Adventure Tourism Operators participated in FAM Trip for five days across Kosovo before the official start of the AdventureNEXT Summit in Ohrid, Macedonia

During the report quarter, EMPOWER conducted an internal assessment of the Kosovo segment of the multi-country Via Dinarica Trail, which is being developed with EMPOWER's support. This assessment is being used to prepare a detailed plan for the development and implementation of further ground infrastructure, signalization, mapping, and support services. In agreement with the Via Dinarica Business Alliance, five Kosovo tour operators will be trained by the in

product development for the Via Dinarica trail.

Connection to Markets: Following EMPOWER's collaboration with local institutions and international donors during previous quarters, in Q8 EMPOWER jointly with KIESA supported the participation of Kosovo as a Key Sponsor and partner destination at the first regional Adventure Tourism Summit, AdventureNEXT, which was organized by the US-based Adventure Travel Trade Association (ATTA) and took place in May in Ohrid, Macedonia. Five Kosovo operators and the SDC PPSE-supported Destination Management Organisation West, based in Gjakovo, attended the summit. The operators participated in the B2B marketplace that was part of the event, where international buyers and local operators exchanged information and negotiated actual business.

Four of the five participating Kosovo adventure tourism operators provided familiarisation trips for international media and buyers. Together the operators hosted 20 participants from Europe and the United States for the five-day adventures across Kosovo. Among the participants, there were some seven elite adventure travel operators seven international media, representatives of gear suppliers for adventure tourism, as well as VIP guests from ATTA itself. EMPOWER also coordinated with SDC PPSE in co-funding and organizing an additional FAM trip in early May for 23 international tour operators and media, concluding with a B2B event where more than twenty local operators met their international counterparts to discuss future cooperation.

Following the AdventureNEXT Balkans event, the interest of international media in Kosovo outdoor adventure tourism products has grown. Outdoor journalist Avery Stonich is covering the Via Dinarica story for National Geographic, and with EMPOWER's facilitation visited the Kosovo segment of the trail following the show. Accompanied by professional mountain guides and Kosovo tour operator Catun, Miss Stonich hiked for six days the beautiful

mountains of Kosovo and will introduce them to the international reader through her story in National Geographic.

Business Environment: Following the successful collaboration with KIESA, EMPOWER is working in supporting the development of the tourism promotion plan for KIESA for the 2017 year. The plan will include trade fairs that are of strategic interest for the tourism sector, and further develop the Kosovo approach towards promoting the country as an adventure tourism destination.

In collaboration with the French Embassy in Pristina and the Kosovo Alpine Mountaineering Federation (KMGA) EMPOWER is working in the organisation of a second ToT training for Kosovo mountaineering instructors. This training will take place in France and will be delivered by French Mountain Guide Association.

EMPOWER is also working with German Development Cooperation / GIZ into possibilities to develop new trails in southern Kosovo, to expand the Via Dinarica / Peaks of the Balkans network.

The following articles promoting Kosovo adventure tourism were published during this quarter in international media outlets as a result of EMPOWER's support:

<http://www.sidetracked.com/news/via-dinarica-trail/>

<http://www.10best.com/interests/travel-now/10-reasons-the-balkans-should-be-on-your-bucketlist/>

<http://reiske.nl/en/kosovo-and-macedonia/>

<http://www.nationalgeographic.com/travel/features/ten-places-that-deserve-more-travelers/>

<https://m.youtube.com/watch?v=-hsJb1LPWSE>

### **2.2.5 Metal Sector**

Though not originally a focus sector, EMPOWER is expanding support to metal processors that have significant job creation opportunities. However, this is challenging, because the equipment needed for metal fabricators with market potential to significantly expand production is quite expensive, and these capital-intensive operations therefore have difficulty coming up with the amount of co-funding that would be required for EMPOWER's SAF\$/job to be met. Nevertheless, to date EMPOWER has approved six investments in the sector, five in production expansion and one in market connections.

Production Expansion: In Q8, EMPOWER signed a production expansion grant with Jasin, a stainless steel appliances manufacturer in Lubizhde, Prizren. Through the life of the project, Jasin is expected to create 30 new jobs, 24 of whom will be ethnic minorities (Kosovo Bosniaks and Goranis).

Cumulatively through the end of Q8, EMPOWER had signed four successful capacity expansion investments in the metal sector for \$178K, leveraging \$1.2MM, and expected to create 145 new jobs and enable sales of \$12MM over the life of project. The three active production expansion beneficiaries have implemented their co-investments and shown results faster than expected. The three of them have finished constructing new production facilities and have either received or are expecting to receive their equipment.



Table 10: Metal Sector Expansion Activities Signed through Q8							
Grantee	Location	EMP \$000	Co-Fin \$000	#Jobs		Sales \$000	
				Actual	LoP	Actual	LoP
Behari*	Drenas						
Ebbers	Rahovec	63	604	6	69	98	8,309
Jasin	Prizren	39	109	2	30	287	2,012
Monter-B	Leposavić	22	41		11	58	365
Shkodra	Fushe Kosova	54	435	4	35		1,334
<b>Total</b>		<b>\$ 178</b>	<b>\$ 1,189</b>	<b>12</b>	<b>145</b>	<b>\$ 444</b>	<b>\$ 12,019</b>

\* The grant for Behari was terminated, thus no results are attributed

**Connection to Markets:** In collaboration with GIZ Kosovo, EMPOWER supported a delegation



Five Kosovar companies visited the International Wire and

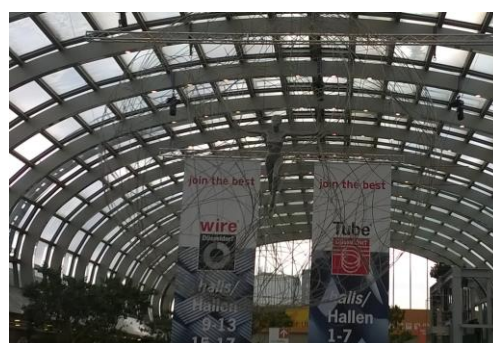
Tube Fairs in Düsseldorf, Germany, two of Europe's largest bi-annual metal construction industry trade shows, to connect to buyers, learn about market and product trends, and source materials and equipment. The Kosovar companies (Fiberglass Kosova, Mitrovica; IMP-K, Gjakova; Nallbani, Prizren; Rroni Fer, Gjakova; and Shkodra, Fushe Kosova) were exposed to the latest machinery, equipment and products from the wire, cable, and tube processing industries that

were presented by over 2500 companies from 53 countries. The delegation visited over 100 companies and identified at least 25 concrete business opportunities were identified, both for sourcing and sales, including one small initial deal for Shkodra. During the visit, the Kosovar companies better realized their heavy equipment requirements, if they are to become competitive in the international market and fend off imports. As the continued demand for EMPOWER's grant assistance demonstrates, access to finance is a critical constraint to the sector's growth.

The companies need to continue visiting fairs as higher exposure to international companies and industry developments will create opportunities for networking and access to material and technology sourcing, as well as encouraging them to invest in innovative production. They also need to identify and visit fairs with more exhibitors are from the Balkans and Southeast Europe.

## 2.2.6 Other Sectors

**Production Expansion:** During Q8 EMPOWER signed a production expansion grant with a traditional pastries producer, Embelsia. The EMPOWER investment of \$23K leveraged \$49K in



Bakllave, the top product of Embelisa

owner funds and is expected to stimulate the creation of 21 jobs over the project life, 16 of which for women and 2 for youth.

Cumulative through Q8, the 12 “other”-sector expansion grants that have been approved are expected to create 451 jobs and to date have created 44 new jobs. These investments are expected to enable sales of \$20.3MM and \$882K have been realized.

**Table 11: “Other” Sectors Expansion Grants Signed through Q8**

Grantee	Location	EMP \$000	Co-Fin \$000	#Jobs		Sales \$000	
				Actual	LoP	Actual	LoP
Agro-Centar	Leposavić	50	47	11	20	45	438
Aves-Prom	Zvečan	32	41	9	14	60	351
Embelsia	Ferizaj	23	49		21		392
Hirano Mushrooms	Mitrovica N	86	265		108	109	7,404
KCBS	N Kosovo	105	14		55		713
Liri	Prizren	29	63		32		1,375
Lirimi	Malisheva	23	137		21		1,656
Milos i Marta	Leposavić	16	29		12	5	187
Peppermint	Leposavić	81	392		70		3,163
Pure Power	Ferizaj	40	40	4	30	343	984
Rolleo	Ferizaj	46	391	7	43		738
Ultra Cosmetics	Peja	35	345	13	25	320	2,921
<b>Total</b>		<b>\$ 565</b>	<b>\$ 1,814</b>	<b>44</b>	<b>451</b>	<b>\$ 882</b>	<b>\$ 20,323</b>

## 2.3 Component 2: Workforce Development

As is the case for interventions to build SME competitiveness, most of EMPOWER’s investments in Workforce Development (WfD) are based on the potential for creating actual permanent jobs during or shortly following the skills-related activity. As a result, EMPOWER focuses mainly on in-company (on-the-job and internships) and Institutional trainings for skills that companies actually need.

In addition, EMPOWER supports the systemic improvement of the VET system particularly through its initiative to establish Vocational Education and Training Local Councils – VETLCs – to institutionalize public-private dialogue between business, education and training providers, and local and national education officials.

**Summary of Component 2 Results:** During Q8 there were 131 participants active in EMPOWER-supported skills programs, including in-company on-the-job trainings and internships, and institutional programs. To date, the total number of trainees in EMPOWER supported workforce development activities has reached 734.

Through Q8, EMPOWER has approved 20 WfD activities, of which 12 are Institutional, 7 are In-company, and one other (creation of VET Local Councils), for a total investment of \$333K. The in-company skills trainings have involved \$170K from EMPOWER and \$437K in co-finance, for 675 trainees and 615 new jobs over the life of the project. The institutional activities represent \$163K of EMPOWER investment and \$283K in co-finance for 422 trainees and 293 jobs over the Project life. The WfD activities have benefitted 50 individual companies.

Table 12: Component 2 – Workforce Development										
Type	# Actvties		EMP \$000		Co-Fin \$000		LoP Jobs		LoP Trainees	
	Q8	Cuml	Q8	Cuml	Q8	Cuml	Q8	Cuml	Q8	Cuml
Institutional	3	12	12	163	5	283	100	293	50	422
In-Company		7		170		437		572		615
Other	1	1					150	150	300	300
<b>TOTAL</b>	<b>4</b>	<b>20</b>	<b>\$ 12</b>	<b>\$ 333</b>	<b>\$ 5</b>	<b>\$ 720</b>	<b>250</b>	<b>1,015</b>	<b>350</b>	<b>1,337</b>

The following table summarizes actual participation in EMPOWER-supported workforce development programs, by sector and priority group, during Q8, cumulatively / actual, and planned over the life of the project:

Table 13: Training Participants															
Sector	Tot Trainees			Women			Youth			Minorities			N Kosovo		
	Q8	Cuml	LoP	Q8	Cuml	LoP	Q8	Cuml	LoP	Q8	Cuml	LoP	Q8	Cuml	LoP
General		19	329		18	22					2	2		1	1
Apparel*		98	100		60	85		52	62			30			
Energy	53	67	125		4	5	12	22	31	2	2	1			
ICT	78	416	665	14	299	320	14	356	290		6				
Other		24	46		37	46		11	25		37	46		37	46
Tourism		70	96		13	38		7	15		1	14		1	3
Wood		40	40		13	10		26	25						
<b>TOTAL</b>	<b>131</b>	<b>734</b>	<b>1,397</b>	<b>14</b>	<b>444</b>	<b>526</b>	<b>26</b>	<b>474</b>	<b>448</b>	<b>2</b>	<b>48</b>	<b>93</b>	<b>0</b>	<b>39</b>	<b>50</b>

\*Apparel includes the intervention at Solid, which was a production expansion investment with a training component

### 2.3.1 ICT Sector

As seen in the table above, the ICT sector represents more than half of the participants in EMPOWER-supported WfD programs, reflecting the significant ongoing market demand for competent programmers and system administrators.

Table 14: Grants for ICT Skills Training Signed through Q8							
Grantee	Location	EMP \$000	Co-Fin \$000	#Jobs		Sales \$000	
				Actual	LoP	Actual	LoP
Adaptivit	Pristina	31	94	37	43	94	440
AUK TDI		17	96	34	55		
Cacttus		17	12	11	13		
IQ-to-Link		35	233	260	400	1,564	13,427
MikroBiz		11	4	15	10		282
Open Data KS		7	21	14	5		
STIKK		40	103		70		
<b>Total</b>		<b>\$158</b>	<b>\$ 563</b>	<b>371</b>	<b>596</b>	<b>\$ 1,658</b>	<b>\$ 14,148</b>

To date, EMPOWER has provided \$158K in grants for skills training in ICT, to programs that are expected to create 596 jobs over the project life but 371 actual jobs to-date.

During Q8 the STIKK Education Academy, supported by EMPOWER, GIZ, and the Norwegian Embassy, started its training program after testing of applicants. Some delays have been seen in implementation of the startup program relative to the initial schedule, but it is proceeding.

### 2.3.2 WfD Activities in Other Sectors

During Q8, a certification ceremony took place for an internship program in the wood processing sector that was successfully implemented by AWPk. To date 36 out of the 42 graduates of the program have gained fulltime jobs at the companies where they interned.

In the energy/metal sector, an internship Program with pellet stove producer Enrad of Gjilan continues, which to-date has engaged 25 individuals, and over the life of the project is expected to engage 75 individuals and create 55 jobs. Then, Jaha Energy in cooperation with EMPOWER organized a training on solar panel installation techniques and best practices, where 42 individuals were trained and certified.

### 2.3.3 Systemic Activities in WfD

The establishment of VET Local Council (VETLCs) is a key EMPOWER strategy for improving the workforce development system in Kosovo. These councils promote, at the local level, the regular communication among representatives of the private sector, education and training institutions, and local-level government officials (MLSW, MEST, and municipal). EMPOWER is facilitating their establishment and first year of operations, with technical assistance and routine meeting expenses only. The first was established in Prizren earlier, and had two meetings during Q8, at which it surveyed members – the companies as to skills needs, and the educational institutions as to qualifications they are providing – and began development of a prioritized workplan that will be presented for implementation and support.

In response to a request from Agency for Vocational Education and Training and Adult Education (AVETAE), EMPOWER completed most of the advance preparations during Q8 for establishing a second VETLC, this one in Mitrovica.

## 2.4 Cross-Cutting Issues

EMPOWER seeks to help address the imbalance of women's participation in the Kosovo economy by integrating gender considerations in all program activities in line with USAID's Gender Equality and Female Empowerment Policy.

### 2.4.1 Priority Populations

#### Women

EMPOWER-supported interventions in competitiveness and workforce development added 144 new jobs for women during Q8, bringing the cumulative total since Project start to 538. Through the life of the project, based on interventions through Q8, 1,102 new jobs for women are now



Women in Economic Growth coordination group meeting at Riinvest Institute, which will sustain this EMPOWER initiative



expected. During Q8, 18 women participated in EMPOWER-supported skills training programs.

In May 2015, EMPOWER launched the Women in Economic Growth (WEG) Coordination Group following discussions with Kosovo Women's Network and other international and local organizations in Kosovo. In keeping with the sustainability of this initiative, at the regular WEG meeting in June, members unanimously agreed with the proposal to transition the WEG into the *Forum for Women's Economic Development* to be developed by Riinvest Institute, under a new project partly supported by USAID. The Forum is to bring together stakeholders, organizations, and individuals to advocate and advance the agenda for women's economic development, gaining more visibility and becoming officially part of the National Development Strategy. EMPOWER will continue to collaborate with Riinvest Institute and the Forum.

For the second year, EMPOWER will support with technical assistance the "Women in Business" program supported by the World Bank and SDC PPSE, implemented by RTC Consulting, which brings together young women who are either owners and managers to improve their management skills. EMPOWER's Social Inclusion Specialist is mentor to two participants of this program.

EMPOWER continued to promote inclusion of girls and women in the ICT sector throughout the reporting period. We collaborated with AUK in marking the International Girls in ICT Day. US Ambassador in Kosovo Greg Delawie, was a part of the discussion panel for this event.

### Youth

EMPOWER-supported interventions added 112 new jobs for youth during Q8, bringing the cumulative total since Project start to 591. Throughout the project, based on interventions through Q8, 1,271 new jobs for youth are now expected – about 40% of all new jobs expected. 26 youth were active in EMPOWER-supported workforce development programs in Q8.

### Minorities

EMPOWER's prioritizes assistance to minority (non-majority) populations in Kosovo. These include all citizens of North Kosovo, and all religious and ethnic minorities in south Kosovo (Serb and non-Serb). As a result of EMPOWER interventions to date, 66 individuals from this group were employed, and 525 are expected to be throughout project life, 401 of whom in North Kosovo. EMPOWER is actively seeking interventions to widen this impact.

### Priority Populations Summary

Overall, all EMPOWER activities created 245 new jobs in Q8, bringing the cumulative to 1,053 new jobs through Q8; however, they are expected to create 3,157 over the life of the project. Priority population subcategories overlap and EMPOWER does not distinguish non-priority population jobs perse.

Table 15: Job Creation																				
Sector	Quarter 8 (actual)*						Cumulative (actual)						LoP (expected)							
	Total	Wmn	Yth	Min	NK	WiM	Total	Wmn	Yth	Min	NK	WiM	Total	o/w @ PBs	o/w @ SBs	Wmn	Yth	Min	NK	WiM
General													150	150						
Apparel	21	20	4			4	179	146	82	13		6	397	377	19	252	161	58	2	
Energy	85	43	11			1	137	52	25	2	9	1	468	436	32	65	77	76	65	
ICT	42	29	36	2		4	371	243	293	7		10	619	616	3	313	300	20	20	
Metal	6	1	4	1			12	1	5	1			145	127	18	9	38	57	11	
Other	26	19	2	12	12	2	61	34	11	29	28	2	518	488	30	264	197	271	260	
Tourism	5						8						24	24		1	5	0		
Wood	60	32	55	1	1	6	285	62	175	14	14	10	836	713	123	199	498	43	43	2
Total	245	144	112	16	13	17	1,053	538	591	66	51	29	3,157	2,932	225	1,102	1,271	525	401	2

\* Wmn = Women. Yth = Youth. Min = Minorities. NK = North Kosovo. WiM = Women in Management positions. Totals are unique jobs: not additive because subcategories overlap

### **2.4.2 Microenterprises**

This quarter, EMPOWER approved support to 10 new microenterprise beneficiaries. All are expected to transition to “small” (10 or more employees) as a result of that assistance.

As of the end of Q8, EMPOWER had approved 46 activities that benefitted 116 microenterprises (firms with less than 10 employees), which were included in \$933K of EMPOWER funding (including SAF and funding from other sources).

In addition, EMPOWER tracks supplier beneficiaries – domestic producers that are in the input supply chains of larger companies receiving EMPOWER support. As of the end of Q8, the Project estimates that there are a total of 200 microenterprise producers in Kosovo whose sales have grown as a result of support that EMPOWER is providing to their larger customer firms.

### **2.4.3 North Kosovo**

EMPOWER prioritizes support to SMEs in any sector in North Kosovo, as long as they could demonstrate untapped market opportunities and consequently potential to create new jobs. NK beneficiary companies were included in all countrywide activities, such as the Green Festival and the AdventureNext trade event noted above.

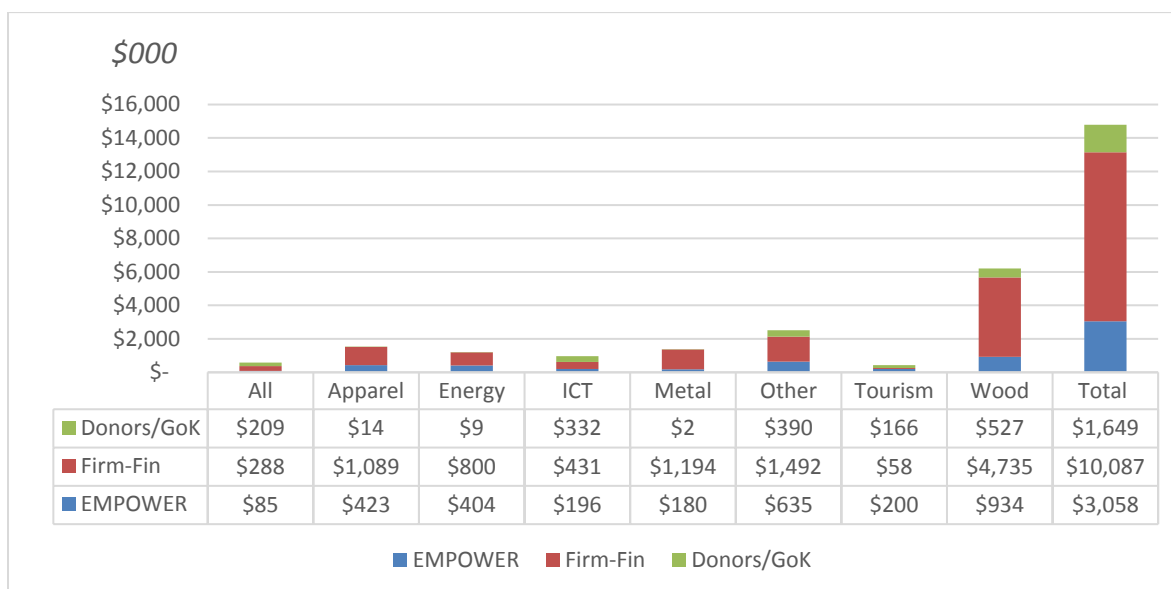
EMPOWER’s 16 interventions for \$664K in business competitiveness and training in this priority region created 13 new jobs in Q8 in North Kosovo, to date have created 51 jobs, and are expected to create 401 over LoP. Through its field office in North Mitrovica, EMPOWER conducted 15 site visits to 13 NK businesses in Q8.

In Q8, through implementing partner KCBS, EMPOWER launched a new initiative: the North Kosovo Vegetables Commercialization Program. This program is focused on connecting a pilot group of NK greenhouse vegetable growers to aggregators and buyers that will purchase their products. Previous projects had not focused intensively on these essential market connections. KCBS, experienced in NK agriculture, identified 12 farmers with competent operations who were capable of producing marketable surpluses, and organized B2B meetings with 4 aggregators and 1 hypermarket in the South. Contracts were tentatively agreed, and the 12 farmers were then provided grants to install a total of 5,120m<sup>2</sup> of additional greenhouse space. To date, 20 contracts between the farmers and the buyers have been signed, for the purchase of 38,700 pcs of lettuce and 260t of vegetables.

### **2.4.4 Donor and GoK Collaboration**

EMPOWER consistently seeks collaboration all donor projects and GoK agencies that are engaged in private sector development in Kosovo, especially in competitiveness and workforce skills, but also in economic development policy and the doing business environment. The figure below provides a snapshot of beneficiary and donor / GoK co-financing to date, which have enabled the Project to leverage its available grant funds by 4.8x through Q8, significantly exceeding the 3.0x PMI target. Leveraging of EMPOWER funds is essential for the Project to achieve its job creation objectives, given the level of its grant funding.

Figure 4: Co-Finance for Activities Initiated through Q8



Annex 4, Table 1 lists meetings that took place between the Project and other donors and GoK agencies during in Q8. At least 20 separate donor projects and government agencies and municipalities were visited in more than 30 meetings – an average of more than 3 per week.

EMPOWER also organized a number of cluster meetings bringing together groups of companies within its focus sectors, to consider market opportunities and challenges, and to share information. Annex 4, Table 2 shows 9 meetings that the project facilitated in Q8. These meetings have helped create cluster identity, promote business-to-business networking within Kosovo, and develop shared competitiveness strategies.

## 2.4.5 Environmental Compliance

The Initial Environmental Examination Document DCN: 2015-KOS-036 applicable to EMPOWER Private Sector sets out the environmental reviewing, monitoring and reporting tasks for each activity subject to an environmental compliance procedure. Section 4.8.2 of the IEE provides that Implementing Partners (IPs) shall report on environmental compliance requirements as part of their routine project reporting to USAID.

EMPOWER conducts environmental compliance reviews, as required, for all grant-funded interventions. In Q8, EMPOWER's outside Environmental Specialist was engaged for 7 different funded activities, which were categorized as "negative determination with conditions", for which Environmental Review Checklists (ERCs) and Environmental Mitigation and Monitoring Plans (EMMPs) were prepared. All were submitted to USAID and after comments in many cases, resubmitted and approved by USAID's Bureau Environmental Office (BEO).

During Q8, 7 activities were classified as "categorical exclusion", having no environmental impact, requiring neither EMMP nor ERC.

**Environmental Monitoring:** EMPOWER undertook monitoring visits to inspect the implementation of environmental measures, as indicated at the ERC-EMMP for each company/organization. Monitoring is based on environmental impacts, mitigation measures

and monitoring indicators, as set out at the EMMPs for each activity. The monitoring visits included:

- Visual observation and photographs related to: physical impacts, air emissions, water use, waste management, use of personal protective equipment (PPE), fire safety measures, ventilation, wastewater collection and discharge, hazardous materials storage.
- Interviews with the owners or managers of companies, related to the progress made on completing: environmental permits, plans for implementing the mitigation measures.

EMPOWER prepares and files an Environmental Monitoring Report for each monitoring visit. A summary of the monitoring visits and their finding in Q8 is contained in Annex 4, Table 3.

### 3. RESULTS VS. PERFORMANCE MANAGEMENT INDICATORS

EMPOWER Private Sector made significant further advances toward its quantitative and qualitative objectives during Q8. Nevertheless, because the launch of EMPOWER's SAF occurred later than originally anticipated, the top-line indicators – sales, exports, and jobs – currently lag behind their cumulative original targets for Year 2. However, looking at expected 3-year results, EMPOWER is still on track to meet its ambitious life-of-Project objectives for these indicators.

#### 3.1.1 Results vs. PMIs Detail

Table 16 below lists all of EMPOWER's Project Management Indicators from its Performance-Based Management System (PBMS). This quarter, EMPOWER revised its PBMS for its PMIs to measure and represent more adequately EMPOWER's performance and it revised the annual targets, leaving the same totals, in order to match the Project's impact timeline. The following are its highlights:

1. Enterprise beneficiaries: The PMI cumulative target for the number of beneficiaries through Y2 is 260. The PBMS defines these companies as "one that has participated in or obtained direct support from any Project Activity". In terms of companies that received material assistance directly from EMPOWER, the number of these "Primary Beneficiaries" (PBs) was **185** through Q8, of which **22** were new unique beneficiaries in Q8. However, counting companies that domestically produce and supply production inputs to companies that receive production expansion grants from EMPOWER – "Supplier Beneficiaries" (SBs) – adds an estimated 107 unique companies, bringing the total number of enterprise beneficiaries (PBs + SBs) to **292, 24** of which were new in Q8.
2. Aggregate sales increase of beneficiaries: Cumulative Y2 sales increase was re-projected at **\$29.79MM**. **\$10.24MM** has been realized to date, of which **\$5.2MM** in Q8, but total additional sales projected over project life as result of to-date EMPOWER interventions is **\$134MM**, which if achieved will represent about 80% of the total sales increase target for the entire 5-year project.

3. Aggregate exports increase of beneficiaries: Similarly, this was projected at \$10.35MM, with **\$4.1MM** realized to date, of which **\$1.8MM** in Q8, but **\$72.4MM** is expected over project life attributable to interventions to date.
4. Business size expansion: The PBMS defines this indicator as “beneficiary Companies transitioning to a larger size category: micro-to-small (<10 to 10 or more), small-to-medium (10-49 to 50 or more), and medium-to-large (50-249 to 250 or more)”, and on that basis the cumulative target through Y2 is **10**. **12** have achieved this transition to date, of which **1** in Q8. To date, from micro to small transitioned 4 companies, from small to medium transitioned 7 companies, and from medium to large transitioned 1 company.
5. New geographic markets: These indicators count domestic regions or countries to which Beneficiary Companies newly sell as a result of EMPOWER assistance. The cumulative target through Y2 is **20**. Already, **87** new market entries are actually achieved. New geographic markets for a number of companies included regional neighbors (Albania, Montenegro, Macedonia, Serbia), Western Europe, mainly countries with large Kosovar diaspora populations (Switzerland, Germany, Sweden, France, Italy), and the United States.
6. New products sold: This indicator counts product types that Beneficiary Companies newly sell as a result of EMPOWER assistance. The cumulative target through Y2 is **20**. **25** new product entries are actually achieved – **18** in Y1 and **7** in Y2. New products were highly varied, from children’s shoes to air filter types.
7. New technologies: The revised PBMS targets the new technologies and defines it as “number of Beneficiary Companies that have adopted new hardware or software technologies. New hardware includes technologies of the type or purpose that the company did not previously possess, and new production lines”. The cumulative target for Y2 is **40**. To date, **37** Beneficiaries have adopted new technologies as a result of EMPOWER support, **12** of which in Y2.
8. Total new jobs: EMPOWER’s most important indicator. Jobs are considered attributable when they are generated by EMPOWER support for production facilities and consequent sales expansion, for trade show attendance producing sales contracts, or for skills training / internships leading to employment. Jobs are (i) full-time, (ii) part-time / seasonal full-time equivalent (calculated as 1,800 hours/year), (iii) inferred employment calculated based on Primary Beneficiary (PB) sales increase at market development activities that have not been reported otherwise, and (iv) indirect employment derived from a model based on attributable purchases from direct suppliers of PB Companies. The target for cumulative attributable new jobs in Y2 was **1,250**, with an actual total so far of **1,053** (**245** created in Q8). **3,157** new jobs are expected over the duration of the project as a result of to date interventions. Indirect employment will be calculated and included in the Y2 Annual Report.
9. Investment leverage: The indicator is defined as the total cash cost of EMPOWER-supported activity divided by EMPOWER cash investment from the Strategic Activities

Fund, aggregated across all funded activities. The cumulative Y2 target was **3.0x**, and **6.2x** was achieved through Q8.

EMPOWER also tracks but does not target certain other indicators, as follows:

10. Number of Microenterprise beneficiaries: To date, **116** of the **185** PBs were microenterprises defined as “Primary Beneficiary Companies that had <10 employees at the time they applied for EMPOWER support”.
11. Number of Start-ups: **7** of our Primary Beneficiaries were start-ups within a year from the time they applied for EMPOWER support.
12. Number of domestic supplier beneficiaries: The revised PBMS includes as a separate, tracked but not targeted PMI the number of domestic supplier beneficiaries defined as “domestic companies that supply Beneficiary Companies with production inputs. May be estimated based on a standard model and confirmed through interviews with Primary Beneficiaries.” Currently, the number of estimated supplier beneficiaries (SBs) is higher, yet **107** SBs have been confirmed through interviews and are unique beneficiaries – **64** of which in Y1.
13. CI Finance: Total collaborating institution (donors and local government) cost-share of EMPOWER-supported Activity investment through Q8 is **\$1.01MM**. EMPOWER estimates that **\$588K** of the total was actual cost-share in Y1.
14. Aggregate Private Institutional Finance: Based on interviews with Primary Beneficiaries, EMPOWER has come to the conclusion that cumulative through Q8 “increase in aggregate total loans from financial institutions of Beneficiary Companies over their baseline loans” is **\$3.66MM**. EMPOWER did not interview its Beneficiaries for financial institution support in Y1.
15. Value of Foreign Direct Investment: To date, one EMPOWER Primary Beneficiaries received **\$288K** as Foreign Direct Investment (FDI).
16. Value of Private Investment: Private co-finance in EMPOWER-supported activities by Enterprise Beneficiaries and other non-institutional investors is **\$3.7MM**. This cost-share is supported by evidence submitted to EMPOWER and is cumulative to Q8.
17. Tourist overnights: EMPOWER activities in Tourism have an overall impact on improving Kosovo’s reputation and in attracting tourists and improve the overall service of the Beneficiaries, so it is difficult to track exact attribution paths. Hence, EMPOWER has introduced new tourism specific indicators. Tourist overnights, defined as “number of tourists served by EMPOWER beneficiaries, multiplied by the nights/days they spend in Kosovo”, currently stands at **134**. For Y2 Annual Report, EMPOWER will conduct a survey with all its tourism beneficiaries to determine the baseline and increase.
18. Tourism sales: Aggregate increased sales of providers of services to tourists are based on a model whose inputs are tourism overnights, average spending per overnight, and

standard sales / employee ratios. This indicator currently stands at **\$23K** and it is included in the total sales increase of all beneficiaries.

19. Tourism jobs: This indicator is also calculated based on a model of tourism overnights, average spending per overnight, and standard sales / employee ratios, and it currently stands at **1**.
20. Foreign adventure tourist arrivals: To date, **33** foreign tourists have been served by EMPOWER beneficiaries; however, this number is expected to change following the tourism survey that EMPOWER will conduct.
21. Product quality certifications: To date, **8** formal certifications of product quality / safety have been obtained by six Beneficiary Companies, **1** of which in Y1.
22. Skills certifications: **381** individuals, **81** of whom in Q8.
23. Person-hours of workforce skills training: **207K** hours to date, **15K** of which in Q8.
24. Individual participants: To date, 734 individuals have attended training supported by EMPOWER, 131 of whom in Q8. Of these trainees:
  - 444 were women, 14 in Q8.
  - 474 were youth (aged 18-24), 16 in Q8.
  - 48 were ethnic minorities.
  - 39 were in North Kosovo.
25. Internships / Apprenticeships: **455** individuals have attended internships / apprenticeships supported by EMPOWER, of whom 44 in Q8. Of these interns:
  - 346 were women, 23 in Q8.
  - 412 youth (aged 18-24), 26 in Q8.
  - 48 ethnic minorities.
  - 39 in North Kosovo.
26. Jobs for women: The revised PBMS tracks the aggregate number of new jobs for women created by Primary Beneficiaries and attributable to Project Activities. To date, **538** of the new jobs for women are created, of which **144** in Q8 (**1,102** expected over project life). The majority of jobs for women were in the ICT sector, followed by apparel and other.
27. Jobs for youth: Cumulative Y2 actual jobs for youth are **591**, of which **112** in Q8 (**1,271** expected over project life).
28. Jobs for minorities: Cumulative Y2 actual jobs for ethnic minorities are **66**, of which **16** in Q8 (**525** expected over project life).



29. Jobs in North Kosovo: EMPOWER's interventions in business competitiveness and training in this priority region created **51** new jobs (**13** in Q8) in North Kosovo. Activities to date are expected to create a total of **401** new jobs over the project life.
30. Women in Management: EMPOWER encourages its Primary Beneficiaries to promote social inclusion in job creation, including in creating jobs for women in management. To date, beneficiaries have created **29** new management jobs for women.

### 3.1.2 Reports Completed During the Reporting Period

- Weekly Updates
- Glass recycling Supply Chain Assessment (Final)
- Report on Physicochemical properties (qualitative) analyses of wood pellet (Final)
- Oil Recycling Supply Assessment (Final)

### 3.1.3 Activities Planned for the Next Reporting Period

Many of the actions planned for Project Quarter 9 and Year 2 were indicated in the body of this report above. Substantially greater detail is provided in EMPOWER's **Year 2 Workplan**, which is provided in Annex 1, with accomplishments to date versus all task / actions line items.

**This concludes** the main body of EMPOWER's Quarter 8 Report. Further detail is provided in the annexes listed in the Table of Contents at the beginning of this Report.

### 3.1.4 PMIs Summary Table

Table 16: PMIs Summary through Q8 Actuals

A. Targeted Indicators

Component/ AO	PMI #	Source / AIR <sup>1</sup>	Performance Indicator	Unit	Target (Cumulative)								Reporting Frequency	Data Source
					2015		2016		2017	2018	2019	Total Increase		
					Target	Actual	Target	Actual						
Beneficiaries	1	Custom	Number of enterprise beneficiaries	#	150	93	260	185 <sup>3</sup> / 292	350	400	400	400	Quarterly, Annual	Activities
1. Competitive ness	2	F / all	Aggregate sales increase of beneficiaries	\$ 000	5,980	3,128	29,785	10,243	65,435	113,160	166,750	166,750	Quarterly, Annual	Surveys
	3	F / all	Aggregate exports increase of beneficiaries	\$ 000	2,300	1,619	10,350	4,084	23,000	39,100	57,500	57,500		Activities, Surveys
	4	Custom / all	Business size expansion	#	5	9	10	12	15	20	25	25		Surveys
	5	CDCS / all	Number of new geographic markets entered by beneficiaries		10	38	20	87	30	40	50	50		Surveys
	6	CDCS / all	Number of new products sold by beneficiaries		10	18	20	25	30	40	50	50		Surveys
	12	F / all	Number of beneficiary companies that have invested new technologies	#	20	25	40	37	60	80	100	100		Activities, Surveys
2. Job-Creation	6	F / 2.1, 2.2	Total new jobs	#	250	442	1,250	1,053	2,750	4,750	7,000	7,000	Quarterly, Annual	Activities, Surveys
Leverage	13	Custom	Investment leverage	ratio	3.0x <sup>4</sup>	5.46	3.0x	6.22	3.0x	3.0x	3.0x	3.0x	Quarterly, Annual	Activities

<sup>1</sup> AIR = Activity Intermediate Result (see PBMS causal model) <sup>2</sup> Jobs in subcategories are not additive - they overlap <sup>3</sup> Primary Beneficiaries only <sup>4</sup> Total activity funding from all sources divided by EMPOWER SAF investment (cash). Note: Monetary targets were originally set in € and converted to \$ at 1.15

B. Additional Tracked / Non-targeted Indicators

Component/ AO	PMI #	Source / AIR	Performance Indicator	Unit	Cumulative		Reporting Frequency	Data Source
					2015	2016		
1. Competitiveness	1.1.1	Custom	Number of Microenterprise beneficiaries	#	64	116	Quarterly, Annual	Activities
	1.1.2	Custom	Number of Start-ups	#	0	7		
	1.3	Custom	Number of Domestic Supplier beneficiaries	#	85	107		
	8.1	Custom	CI Finance	\$ 000	588	1,008		
	9	F, Custom	Aggregate Private Institutional Finance	\$ 000	0	3,663		
	9.1	Custom	Value of Foreign Direct Investment	\$ 000	0	288		
	9.2	Custom	Value of Private Investment	\$ 000	0	3,695		
	10	Custom	Tourist overnights	#	0	134		
	10.1.1	Custom	Tourism sales	\$ 000	0	23		
	10.1.2	Custom	Tourism jobs	#	0	1		
	10.2	Custom	Foreign adventure tourist arrivals	#	0	33		
2. Job-Creation	11	F / 1.1	Number of new product quality certifications obtained by beneficiaries	#	1	8	Quarterly, Annual	Activities
	13	F / 2.1	Number of workers with certified job skills / qualifications	#	35	381		
	14	F / 2.1	Person-hours of workforce and management skills training	000	131	207		
	1.3	F, Custom / 2.2**	Individual participants	#	503	734		
	1.4		Individual participants – Women	#	328	444		
	1.5		Individual participants – Youth (18-24)	#	354	474		
	1.6		Individual participants – Minorities	#	6	48		
	1.7		Individual participants – North Kosovo	#	1	39		
	1.8		Internships / Apprenticeships	#	433	455		
	1.9		Internships - Women	#	258	346		
	1.1		Internships - Youth (18-24)	#	296	412		
	1.11		Internships - Minorities	#	6	48		
	1.12		Internships - North Kosovo	#	1	39		
	7.1		Jobs for Women	#	265	538		
	7.2		Jobs for Youth	#	273	591		
	7.3		Jobs for Minorities	#	18	66		
	7.4		Jobs in North Kosovo	#	21	51		
	7.5		Women in Management	#		29		

\*\* Jobs in subcategories are not additive - they overlap